

27 MAY 1981

MEMORANDUM FOR: Position Management & Compensation Division, OP

SUBJECT: Experimental Alternate Work Schedules

REFERENCE: A. OSWR Memorandum of 14 June 1980
B. OPPPM Memorandum No. 20-29-15
C. OPPPM Memorandum 80-5093, 3 Nov 80

1. As stated in Reference A, the Office of Scientific and Weapons Research (OSWR) found the problems with Compressed Work Schedules far exceeded the benefits and discontinued its use in June 1980. The Office continued using Flexible Work Schedules (approved in Reference C) and hereby provides an assessment of that experiment as requested by Reference B.

2. The use of Flextime in OSWR is not really experimental since some form of coverage outside normal duty hours has been required since the days of FMSAC. We do not have participation figures for past years, but in the period June 1980 to May 1981, twenty percent of [REDACTED] routinely reported to work before 0800 or after 0830. The program was administered at the branch or office level, and no formal restrictions were imposed as long as adequate office coverage was insured. No category of employee (analytical, clerical, or managerial) was excluded. One very good point in favor of this alternate work schedule is that it is flexible and can be administered locally without complicating time and attendance, payroll, or leave functions.

25X1


3. From management's point of view, Flextime, results in increased productivity with minimal strains on inter- or intra-office communications. The productivity increase is directly related to more efficient use of computers during the early and late slack periods and the chance to do concentrated work during quiet times. Another benefit is that offices are covered for a longer period. All of our offices reported an increase in morale as the program allowed the employee to exercise a personal choice on a work related matter.

4. From the employee's viewpoint, the program actually aided in the arrangement of carpools and decreased the frustration of driving to and from work in heavy traffic. Some reported that it allowed them more time in the afternoons to continue formal education, to get involved in community activities such as coaching youth sports, or to complete required yard work during the week, thus freeing their weekends.

ADMINISTRATIVE - INTERNAL USE ONLY

SUBJECT: Experimental Alternate Work Schedules

5. In conclusion, OSWR heartily endorses the continued use of Flextime. Although only 20 percent of our employees formally participated, the ability to manage it locally allows individuals to alter their work hours to fit changing personal requirements. Thus, over time, the number of employees who periodically use the program will be heightened. The noted increase in productivity and morale argues strongly for its retention.


E. WAYNE BORING
Director
Scientific and Weapons Research

STAT

Attachments

14 JUN 1980

MEMORANDUM FOR: Director of Personnel Policy, Planning & Management
THROUGH : Director, National Foreign Assessment Center
FROM : Director of Scientific and Weapons Research
SUBJECT : Experimental Flexible and Compressed Work Schedules
STAT REFERENCES : A. [] Same Subject, Dated 3 October 1979
B. OWI Memo, Same Subject, Dated 30 November 1979

1. Reference B contained a request for approval to conduct experimental flexible and compressed work schedules for a twelve-week period. This request was approved and implemented on 12 March 1980. The experiment ended 4 June 1980. An assessment of our experiment follows:

Compressed Schedules - Within OSWR it is felt that the disadvantages outweigh the advantages. Some offices reported more effective use of computer time by the analysts and some increase in morale. However, the majority of offices reported scheduling problems associated with analyst briefings, travel, and training. Other disadvantages were the availability of analysts to meet short deadlines and the inability to provide coverage for the analysts as well as the secretaries during their off-duty time. Production did not increase as anticipated.

Flexible Work Schedules - The consensus was that this alternate work schedule was best suited for OSWR. Those offices trying flexible work schedules did not experience the problems associated with personnel on compressed schedules.

2. As a result of our experiment, I have decided to discontinue compressed work schedules as of 27 June 1980. I would like to continue the option of using flexible work schedules throughout OSWR as approved in references A and B.

[]
E. WAYNE BORING

STAT

SUBJECT: Experimental Flexible and Compressed Work Schedules

Distribution:

Orig & 1 - Addressee
1 - D/NFAC Chrono
1 - NFAC/AS
1 - NFAC Registry
1 - D/OSWR
2 - AG/OSWR

STAT OSWR/AG/ (13 Jun 80)

OPPPM MEMORANDUM
NO. 20-29-15
29 August 1980

OFFICE OF PERSONNEL POLICY, PLANNING, AND MANAGEMENT MEMORANDUM

SUBJECT: Assessment Reports for Experimental Alternative Work Schedules

1. The Agency has officially been participating in Experimental Flexible and Compressed Work Schedules since January 1980. Each approved experiment with Alternative Work Schedules (AWS) provides for an expiration date and requires an assessment report at the end of the experimental period. If the AWS is considered unsuccessful by management and is terminated prior to the expiration date, assessment reports must be submitted within 30 days of the termination date. Reports should be submitted to the Office of Personnel Policy, Planning, and Management, Position Management and Compensation Division, and provide the following information.

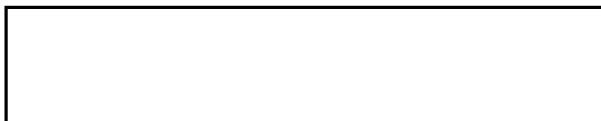
a. The introduction to the report should identify the type of experiment; i.e., a compressed schedule or a flexible schedule; the number and percent of employees participating in the program; and the duration of the experimental period. The introduction should also identify any limitations or special conditions, e.g., excluding certain employees or groups of employees because of the nature of their positions; permitting employees freedom to choose starting and stopping times with or without prior approval of the supervisor; requiring employees to inform the supervisor of intent to earn or apply credit hours to the basic work requirement; and allowing employees to leave the workplace during a flexible time band with or without prior notification of the supervisor.

b. The next section of the report should contain management's comments regarding the program, its applicability to the component, and its benefits and/or problems. Comments should cover such items as: changes in productivity and efficiency, staffing problems, use of leave, communication problems between employees and managers or other units, job satisfaction, and morale in general.

c. The third section of the report should contain comments regarding the experiment based on the employees perspective. Most of the topics that are commented on by management could also be covered from the employees' point of view. Other topics should be included for the employees' comments, such as, impact of the experiment on car pools, transportation costs, family life, participation in educational/recreational activities, etc.

d. The report may conclude with any suggestions or general comments regarding the experimental program as used by the Agency.

2. Continued use of AWS will be approved, at the component's request, until May 1981, when a final assessment report will be required for use in evaluating the Agency's continued use of flexible and compressed work schedules.



~~Harry E. Fitzwater~~
Director of Personnel
Policy, Planning, and Management

OPPPMM 7-80

STAT

MEMORANDUM FOR: Director of Scientific and Weapons Research

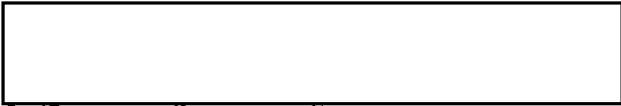
FROM: Harry E. Fitzwater
Director of Personnel
Policy, Planning, and Management

SUBJECT: Assessment Report - Experimental Flexible
and Compressed Work Schedules

REFERENCE: Memo for D/PPPM from D/OSWR, dated 14 June 1980,
Subject: Experimental Flexible and Compressed
Work Schedules

1. Your original memorandum reporting the results of compressed and flexible work schedules is appreciated.

2. The continued use of flexible schedules is approved until further notice. A final assessment report covering the information requested in OPPPM Memorandum No. 20-29-15 must be submitted before the end of May 1981. A final evaluation will be made of the Agency's experiments with Alternative Work Schedules (AWS) and a recommendation will be made to the DDCI concerning the possible adoption of AWS on a permanent basis. ✓


Harry E. Fitzwater

STAT

☐ UNCLASSIFIED☐ INTERNAL
ONLY☐ CONFIDENTIAL☐ SECRET

Approved For Release 2005/06/22 : CIA-RDP83-01004R000200070018-7

ROUTING AND RECORD SHEET

SUBJECT: (Optional)

Flexitime Request

FROM: Director of Personnel
Policy, Planning, and Management
5E 58 Hqs.

EXTENSION

NO.

PERS 58-540113

DATE

STAT

TO: (Officer designation, room number, and building)

DATE

OFFICER'S
INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

DD/SWR ght

RECEIVED

FORWARDED

1. Director of Scientific
and Weapons Research
5G 15 Hqs.

2. CES - Note action

10 No

3. for May 81

4. c/Admin Gray

6.

7.

8.

9.

10.

11.

12.

13.

14.

15.

2 - 4

Presume use
will be prepared
to prepare input
per Para 2
(May 81 date)FORM
3-62610 USE PREVIOUS
EDITIONS☐ SECRET☐ CONFIDENTIAL☐ INTERNAL
USE ONLY☐ UNCLASSIFIED

Approved For Release 2005/06/22 : CIA-RDP83-01004R000200070018-7